



Fresno County System Improvement Plan 12 Month Update

March 25, 2011

**California-Child and Family Services Review (C-CFSR)
AB636 Outcomes and Accountability**

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California Child Welfare Services Outcomes and Accountability Fresno County Data Report January 2011

CHILD WELFARE SERVICES PARTICIPATION RATES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
Number of children < 18 in population	2009	278,530	276,221		Increasing	n/a		9,992,333
Number and rate of children with referrals	2009	19,902	66.6 per 1,000	71.5 per 1,000	Increasing	Lower		47.2 per 1,000
Number and rate of children with substantiated referrals	2009	2,385	7.7 per 1,000	8.6 per 1,000	Fluctuating	Lower		9.3 per 1,000
Number and rate of entries	2009	1,164	4.0 per 1,000	4.2 per 1,000	Fluctuating	Lower		3.2 per 1,000
Number and rate of children in care	July 1, 2010	2,300	8.7 per 1,000	8.2 per 1,000	Decreasing	Lower		5.5 per 1,000
SAFETY OUTCOMES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
Recurrence of Maltreatment (S1.1)								
S1.1 No Recurrence Of Maltreatment	07/01/09-12/31/09	908/1,005	91.4%	90.3%	Decreasing	Higher	greater than 94.6%	93.0%
Maltreatment in Foster Care (S2.1)								
S2.1 No Maltreatment in Foster Care	07/01/09-06/30/10	3,376/3,392	99.26%	99.53%	Fluctuating	Higher	greater than 99.68%	99.55%
Child Abuse/Neglect Referrals with a Timely Response (2B)								
2B. Percent of child abuse/neglect referrals with a timely response (Immediate)	Q2 2010	797/813	99.3%	98.0%	Fluctuating	Higher		97.0%
2B. Percent of child abuse/neglect referrals with a timely response (10-Day)	Q2 2010	1,135/1,293	93.9%	87.8%	Fluctuating	Higher		93.7%
Timely Social Worker Visits With Child (2C)								
2C. Percent of timely social worker visits with child	June 2010	2,411/2,574	90.7%	93.7%	Increasing	Higher		93.1%
PERMANENCY OUTCOMES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
Length of Time to Exit Foster Care to Reunification (C1)								
Reunification Composite: 81.9								113.8
C1.1 Reunification Within 12 Months (Exit Cohort)	07/01/09-06/30/10	118/387	36.2%	30.5%	Fluctuating	Higher	greater than 75.2%	63.9%
C1.2 Median Time To Reunification (Exit Cohort)	07/01/09-06/30/10	387	13.8 Months	14.6 Months	Fluctuating	Lower	less than 5.4 months	8.3 Months
C1.3 Reunification Within 12 Months (Entry Cohort)	07/01/09-06/30/10	60/304	16.7%	19.7%	Increasing	Higher	greater than 48.4%	44.3%
C1.4 Reentry Following Reunification (Exit Cohort)	07/01/08-06/30/09	55/754	5.5%	7.3%	Fluctuating	Lower	less than 9.9%	12.1%
Length of Time to Exit Foster Care to Adoption (C2)								
Adoption Composite: 91.2								106.3
C2.1 Adoption Within 24 Months (Exit Cohort)	07/01/09-06/30/10	61/222	36.0%	27.5%	Fluctuating	Higher	greater than 36.6%	29.6%
C2.2 Median Time To Adoption (Exit Cohort)	07/01/09-06/30/10	222	31.5 Months	34.0 Months	Fluctuating	Lower	less than 27.3 months	31.1 Months
C2.3 Adoption Within 12 Months (17 Months In Care)	07/01/09-06/30/10	170/1,160	10.8%	14.7%	Increasing	Higher	greater than 22.7%	20.3%
C2.4 Legally Free Within 6 Months (17 Months In Care)	07/01/09-12/31/09	39/957	5.8%	4.1%	Fluctuating	Higher	greater than 10.9%	6.5%
C2.5 Adoption Within 12 Months (Legally Free)	07/01/08-06/30/09	124/203	58.5%	61.1%	Fluctuating	Higher	greater than 53.7%	61.4%
Exits to Permanency (C3)								
Long Term Care Composite: 92.6								106.7
C3.1 Exits to Permanency (24 Months In Care)	07/01/09-06/30/10	231/1,060	16.3%	21.8%	Increasing	Higher	greater than 29.1%	24.7%
C3.2 Exits to Permanency (Legally Free At Exit)	07/01/09-06/30/10	225/231	97.2%	97.4%	Increasing	Higher	greater than 98%	96.7%
C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)	07/01/09-06/30/10	105/143	63.5%	73.4%	Fluctuating	Lower	less than 37.5%	60.4%
Placement Stability (C4)								
Placement Stability Composite: 89.4								94.5
C4.1 Placement Stability (6 Days To 12 Months In)	07/01/09-06/30/10	661/822	82.1%	80.4%	Increasing	Higher	greater than 86.0%	83.3%
C4.2 Placement Stability (12 To 24 Months In Care)	07/01/09-06/30/10	469/753	62.8%	62.3%	Increasing	Higher	greater than 65.4%	62.8%
C4.3 Placement Stability (At Least 24 Months In)	07/01/09-06/30/10	353/1,378	24.0%	25.6%	Increasing	Higher	greater than 41.8%	32.7%
RESOURCE INFORMATION and COLUMN DEFINITIONS								
<p>The information for this data sheet comes from the State published Fresno County Data Report of the time period identified in the title</p> <p>State published Fresno County Data Reports are available on line at: http://www.childsworld.ca.gov/PG1369.htm</p> <p>A composite score is a child welfare supervised estimate used in the CFSR2. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county.</p> <p>Data Extract: The Year and Quarter of the time frame which pertains to the current data. A period of time between the report date and the extract date is needed to allow for data input at the local level and statistical compilation and validation at U.C. Berkeley</p> <p>Time Frame: Measures will have one of the following time frames; Calendar Year, 12 Month Period, Point-In-Time, Quarter (three months), Month</p> <p>Measure Description: The brief title for the data measure under consideration, further detail is available at http://cssr.berkeley.edu/CWSCMSreports/</p> <p>Number: The actual numbers for each outcome measure that lead to the stated rates the identified current period.</p> <p>Previous Years Rate: Data that is from an identical time frame 12 months prior to the data on the identified quarterly report</p> <p>Current Rate: Data that is from the Quarterly State Report issued on the month identified in the title of this page</p> <p>Current Trend: The relationship of the data from at least the last three identical time frames</p> <p>Directional Goal: Identifies which direction indicates a better experience for children on each measure</p> <p>Goal or National Standard: Some measures are associated with a National Standard by which the Federal Government reviews the progress of California as a whole or for others, California has set it's own numeric goal</p> <p>For questions regarding this information or other items related to data evaluation please contact:</p> <p>David Plassman, Outcomes and Accountability SWS for the Fresno County Department of Social Services at dplassman@co.fresno.ca.us</p>								



California Child Welfare Services Outcomes and Accountability Fresno County Data Report January 2011

CHILD & FAMILY WELL-BEING OUTCOMES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
Siblings Placed Together in Foster Care (4A)								
4A. Percent of children in foster care that are placed with ALL siblings	July 1, 2010	888/1,672	50.5%	53.1%	Increasing	Higher		53.8%
4A. Percent of children in foster care that are placed with SOME or ALL siblings	July 1, 2010	1,254/1,672	72.2%	75.0%	Increasing	Higher		73.2%
Foster Care Placement in Least Restrictive Settings (4B)								
Initial Placement (Entry Cohort)								
4B. Relative	04/01/09-03/31/10	90/768	13.6%	11.7%	Fluctuating	Higher		20.5%
4B. Foster Home	04/01/09-03/31/10	134/768	18.4%	17.4%	Decreasing	Higher		18.8%
4B. FFA	04/01/09-03/31/10	361/768	41.7%	47.0%	Increasing	Lower		46.1%
4B. Group/Shelter	04/01/09-03/31/10	150/768	22.1%	19.5%	Decreasing	Lower		11.2%
4B. Other (Pre-Adopt, Guard, AWOL, Trial Visit, Other)	04/01/09-03/31/10	33/768	4.2%	4.3%	Increasing	n/a		3.3%
Point in Time Placement (All Placements)								
4B. Relative	July 1, 2010	533/2,352	23.2%	22.7%	Fluctuating	Higher		32.6%
4B. Foster Home	July 1, 2010	182/2,352	7.8%	7.7%	Decreasing	Higher		9.8%
4B. FFA	July 1, 2010	980/2,352	39.2%	41.7%	Increasing	Lower		29.7%
4B. Group/Shelter	July 1, 2010	88/2,352	4.4%	3.7%	Decreasing	Lower		6.9%
4B. Other (Pre-Adopt, Guard, AWOL, Trial Visit, Other)	July 1, 2010	569/2,352	25.4%	24.2%	Fluctuating	n/a		21.0%
Rate of ICWA Placement Preferences (4E)								
4E (1) This measure reflects the percent of Indian Child Welfare Act eligible children placed in foster care settings as identified with ICWA eligibility ("Y").								
4E. Relative Home	July 1, 2010	12/71	27.7%	16.9%	Decreasing	Higher		38.6%
4E. Non-Relative Indian Family	July 1, 2010	2/71	3.1%	2.8%	Fluctuating	Higher		2.7%
4E. Non-Relative Non-Indian Family	July 1, 2010	54/71	64.6%	76.1%	Increasing	Lower		29.0%
4E. Non-Relative Ethnicity SCP Missing	July 1, 2010	1/71	4.6%	1.4%	Fluctuating	Lower		22.4%
4E. Group Home	July 1, 2010	2/71	0.0%	2.8%	Fluctuating	Lower		7.4%
4E. Other	July 1, 2010	0/71	0.0%	0.0%	Stable	Lower		0.0%
4E (2) This measure reflects the percent of Indian Child Welfare Act eligible children as identified with primary or mixed (multi) ethnicity of American Indian placed in foster care settings.								
4E. Relative Home	July 1, 2010	87/341	30.0%	25.5%	Decreasing	Higher		31.5%
4E. Non-Relative Indian Family	July 1, 2010	2/341	0.6%	0.6%	Stable	Higher		2.4%
4E. Non-Relative Non-Indian Family	July 1, 2010	224/341	55.6%	65.7%	Increasing	Lower		37.4%
4E. Non-Relative Ethnicity SCP Missing	July 1, 2010	1/341	0.9%	0.3%	Stable	Lower		19.1%
4E. Group Home	July 1, 2010	10/341	2.7%	2.9%	Fluctuating	Lower		6.3%
4E. Other	July 1, 2010	17/341	10.2%	5.0%	Fluctuating	Lower		3.3%
Rate of Timely Health or Dental Exams (5B)								
Rate of Timely Health Exams (5B) (1)	Q2 2010	1,723/1,893	88.1%	91.0%	Increasing	Lower		87.8%
Rate of Timely Dental Exams (5B) (2)	Q2 2010	623/1,594	48.3%	39.1%	Decreasing	Lower		65.0%
Authorized for Psychotropic Medication (5F)								
Authorized for Psychotropic Medication (5F)	Q2 2010	356/2,487	13.3%	14.3%	Increasing	Lower?		13.8%
Individualized Education Plan (6B)								
Individualized Education Plan (6B)	Q2 2010	155/2,194	7.4%	7.1%	Stable	Lower		8.0%
Children Transitioning to Self-Sufficient Adulthood (8A)								
Number of Children Transitioning to Self-Sufficient Adulthood with:								
8A. Completed High School or Equivalency	Q2 2010	7/16	10.0%	43.8%	Fluctuating	Higher		55.1%
8A. Obtained Employment	Q2 2010	0/16	50.0%	0.0%	Fluctuating	Higher		26.6%
8A. Have Housing Arrangements	Q2 2010	13/16	60.0%	81.3%	Fluctuating	Higher		91.5%
8A. Received ILP Services	Q2 2010	12/16	40.0%	75.0%	Fluctuating	Higher		85.9%
8A. Permanency Connection with an Adult	Q2 2010	9/16	80.0%	56.3%	Fluctuating	Higher		90.5%



The Fresno County Department of Social Services with the support of Technical Assistance from the Annie E Casey, Child Welfare Strategy Group, in 2010 engaged in extensive planning for and the launching of an engagement process of Permanency Teaming supported by Reflective Supervision. Technical Assistance was specifically provided by Kate Welty (site lead); Cynthia Billips (Racial Sobriety and Parent Partners and Icebreakers); Karri Beihle (TDM, Icebreakers); Sheila (Speidel) Corrigan (Building Community Partnerships); Sarah Compton-Morris (brought in for Evaluation and Quality Assurance for PTM tool development); Bob Friend (Seneca Center) for PTM and Youth Engagement; and Karen Lofts-Jarboe (PTM, ILP Transition and Youth Engagement); Pat Reynolds-Harris (PTM, Youth Engagement).

In July of 2010 Fresno joined the CDSS and three other counties in applying for a Federal Grant Initiative to reduce Long Term Foster Care. The proposal was submitted in August and on October 1, 2010 it was announced that California was one of six grantees selected. Here is a link to the Administration for Children and Families' press release and a quote from that release regarding California:

http://www.acf.hhs.gov/news/press/2010/reduce_longterm_foster_care.html

"California Department of Social Services, which will convene a partnership of state, local and non-profit agencies in the four pilot counties of Fresno, Humboldt, Los Angeles, and Santa Clara. The partners will collaborate to reduce long-term foster care for African American and Native American youth."

Additionally The California Department of Social Services issued a press release. Here is a link to that release and two quotes from the release:

http://www.dss.cahwnet.gov/cdssweb/entres/pdf/PressRelease/LTFC_Grant_AB12.pdf

"The California Department of Social Services (CDSS) today announced the award of a new five-year grant from the federal Administration for Children & Families (ACF) of up to \$14.5 million dollars that will allow CDSS to focus on improving outcomes of foster children in California, in particular African-American and Native-American youth have been identified as having significant barriers to finding permanent homes and experiencing longer stays in foster care. This grant provides the means to help identify and overcome barriers to permanency."

"The pilot counties include: Fresno, Humboldt, Los Angeles and Santa Clara, which have prior experience implementing innovative child welfare strategies and have a significant representation of the target population. These counties account for nearly 40% of the statewide child welfare system in foster care throughout California."

In the first six months of 2011 Fresno is working with all of the partners of the California Partners for Permanency in the planning stage of the project. As identified on the California Child Welfare Co-Investment Partnership web site (<http://www.co-invest.org/CAPP/>) the partners include:

Led by the California Department of Social Services, the project includes the following partners:

- 14 California Counties
- California Tribes (out of state Tribes when applicable)
- California Child Welfare Co-Investment Partnership
 - California Department of Social Services
 - County Welfare Directors Association
 - Administrative Office of the Courts
 - Philanthropy - Annie E. Casey Foundation, Casey Family Programs, Stuart Foundation, Walter S. Johnson, Zellerbach Family Foundation
- Child and Family Policy Institute of California
- University of California Berkeley Center for Social Services Research
- California Social Work Education Center
- California Regional Training Academies
- California Youth Connection
- Center for the Study of Social Policy

The California Child Welfare Co-Investment Partnership web site also describes the goal and elements of developing an integrated practice:

“How child welfare cases are practiced is core to California Partners for Permanency's success. The aim is to integrate promising permanency practices into a child welfare practice model ensuring a laser-like focus on permanency - from the very beginning and then throughout the life of a case.

While a number of permanency strategies currently are underway in parts of some counties, this project will now integrate them into an improved practice model to be used in counties throughout the state.

Key elements of this integrated practice model include:

- Family Finding and Engagement
- Team Decision Making and Permanency Teaming
- Integrated Mental and Behavioral Health Assessment and Treatment
- Innovative Family, Caregiver and Child/Youth Engagement Strategies
- Post Permanency Supports”

What follows is the System Improvement Plan matrix as submitted in March of 2010, updated for both data and milestone progress. Child Welfare Data charts were completely replaced (updated.) [Updated data narratives, as well as milestone updates are documented in blue.](#)

The following SIP matrix begins as page 51 just as it did in the original document however some expansion in some of the strategies has expanded them beyond the original paging and as such there will be some discrepancy between the following page numbers from the original SIP document.

Outcome: Timely Reunification

- C1.1 Reunification Within 12 Months (Exit Cohort)
- C1.2 Median Time To Reunification (Exit Cohort)
- C1.3 Reunification Within 12 months (Entry Cohort)

Fresno County's Current Performance in C1.1 Reunification Within 12 Months (Exit Cohort):

C1.1 Reunification Within 12 Months (Exit Cohort) Exits to reunification during the year: Reunified in less than 12 months Selected Subset: Number of Days in Care: 8 days or more				
Fresno	JUL2006- JUN2007	JUL2007- JUN2008	JUL2008- JUN2009	JUL2009- JUN2010
Rate	31.7%	30.5%	36.2%	30.5%
Reunification in less than 12 Months	88	85	138	118
Reunification in greater than or equal to 12 Months	190	194	243	269
Total	278	279	381	387

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The first reunification outcome indicator data set, C1.1, is an exit cohort that identifies, out of all youth who exited care through reunification in a 12-month period, how many and what percent reunified in less than 12 months. Fresno's rate has risen in the last period but continues to be far below the **state goal of 75.2%**. **In the newest time frame for the update the rate receded while the number as a whole increased.**

There are two situations where a child would reunify in more than twelve months. One is where the reunification process continued past the twelve months for legitimate or avoidable reasons and the reunification happened sometime (a month, ten months, etc) after the twelve-month goal. The second situation is where reunification efforts had been terminated and the child was in Planned Permanent Living Arrangement status and things with the parent started improving and reunification was accomplished years later in spite of the discontinuation of reunification services.

The later instance is a good thing that happens which has a negative impact on data. The first instance, especially where the delay in reunification was for avoidable reasons, indicates a need for strategic interventions to support parents in their quest to reunify and ensure that the system does not work against them. Doing well in the former will support a positive movement in these numbers but that may be tempered by continued positive efforts in the later. The most recent period shows numerical increases in both and a simultaneous increase in the rate so improvement is possible.

Fresno County's Current Performance in C1.2 Median Time To Reunification (Exit Cohort):

C1.2 Median Time To Reunification (Exit Cohort) Exits to reunification during the year: Median time to reunification Selected Subset: Number of Days in Care: 8 days or more Median Months in Care				
Age-Class	JUL2006- JUN2007	JUL2007- JUN2008	JUL2008- JUN2009	JUL2009- JUN2010
Under 1	5.1	3.6	3.2	3.2
1-2	14.5	14	11.9	13.1
3-5	14.2	16	13.8	14.7
6-10	15.4	17.8	15.3	14.9
11-15	17.8	17.3	15.1	16.5
16-17	22.3	17.8	16.5	19.3
Total	15.8	16	13.8	14.6

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

These numbers represent children sorted by age reunifying each year, identifying the median time in care by months. This is an exit cohort and candidates for reunification would include both children coming into the system as well as youth who have been in the system for some time.

The median time seems to be decreasing and it is getting closer to 12-months. This along with the C1.1 rate of 35.5% would seem to indicate that there are a significant number of reunifications that take place after 12-months but before 16-months. Children who are under one year old when they reunify logically must be reunifying in less than 12-months. The **state goal is under 5.4 months** so Fresno is improving but has a long way to meet that goal. **In the newest time frame for the update the median time increased but is still smaller than two periods earlier.**

One qualifying consideration is that the many children who are unified at the TDM and return home in less than 8 days are not a part of this data set. Continued success in that effort will limit the movement of numbers in this data set. However strategic interventions to support parents in their quest to reunify and ensure that the system does not work against them will provide shorter timeframes overall for those who can reunify and improvement will be noticeable in this data set.

Fresno County's Current Performance in C1.3 Reunification Within 12 months (Entry Cohort):

C1.3 Reunification Within 12 months (Entry Cohort) 6-Month Entry Cohort Entries during 6-month period: Exit status at 12 months Selected Subset: Episode Count: First Entry Selected Subset: Number of Days in Care: 8 days or more				
Exit Type	JAN2006- JUN2006	JAN2007- JUN2007	JAN2008- JUN2008	JAN2009- JUN2009
Reunified	29	60	56	60
Adopted	2	1	4	1
Guardianship	0	1	0	0
Emancipated	2	3	5	3
Other	5	10	4	2
Still in Care	137	242	267	238
Total	175	317	336	304
Rate	16.6%	18.9%	16.7%	19.7%

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The data set for C1.3 indicates the exit status after twelve months of a six-month entry cohort. The advantage of an entry cohort is that it provides a clearer picture of how new entrants are faring without the convolution of the data with the experience of those who have been in the system for some time. The **state goal is greater than 48.4%** and Fresno is far from that. As previously stated, those reunified in less than 8 days are not counted in this data set which means that those most likely to be able to reunify in a short time frame have already done so and those who remain have more significant barriers to reunification and the efforts to overcome those barriers will be more extensive and prolonged. The number having found permanence in Adoption or Guardianship or having Emancipated is small so there are many still in care who represented candidates for timely reunification. Efforts to support families in reunification strategies in this plan will support timely reunification for more families and be reflected in data improvements in this data set.

A composite target (5% growth) is determined using the composite planner to achieve a composite score of 95:

- For C1.1 the 134 children who reunified would need to increase to 154 (40.8%)
- For C1.2 the median time for reunification would need to reduce from 13.8 months to 13.0 months
- For C1.3 the 56 children who reunified would need to increase to 76 (22.6%)
- For C1.4 the 34 children who reentered care would need to increase to no more than 40 (6.5%) This is a negative trend that would not be atypical of a situation where there are improvements in C1.1 through C1.3. A rise closer to the goal of less than or equal to 9.9% should trigger concern.

Improvement Goal 1.0 Permanency Teaming provides a structure for caseworkers and families to effectively engage in case planning and implementation with support from an extended team of collaborative partners.						
Strategy 1.1: A Permanency Teaming Engagement campaign is provided for case managers, providers, foster parents, FFA staff, birth parents, youth and any other relevant partners.			<input type="checkbox"/> CAPIT	Strategy Rationale: In order to properly implement the permanency teaming model the principals of engagement need to be understood and relationships developed that model and actualize engagement across the participation spectrum.		
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
Milestone	1.1.1 Learning Session #1 Focus on Resource Families	Timeframe	January 15, 2010 (completed)		Assigned to	Permanency Teaming Engagement staff and participants, Casey TA
	1.1.2 Learning Session #2 Focus on Youth		April 30, 2010 (on hold)			Permanency Teaming Engagement staff and participants, Casey TA
	1.1.3 Learning Session #3 Focus on Birth Parents		July 30, 2010 (on hold)			Permanency Teaming Engagement staff and participants, Casey TA
	1.1.4 Learning Session #4 Focus on Community Partners		October 29, 2010 (on hold)			Permanency Teaming Engagement staff and participants, Casey TA
Strategy 1.2: Permanency Team Meetings are the framework that all other strategies and resources are able to attach on to for effective and engaged planning and execution of Case Plans.			<input type="checkbox"/> CAPIT	Strategy Rationale: Having a structure for how "business is done" will create and support consistent attention to engaged case planning and execution and will transcend any individual transitions within the team including the case manager. The team approach also ensures that there is a broad based perspective that includes that of the parents, care providers and youth.		
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
Milestone	1.2.1 FR Social Workers start with one case utilizing the PTM process and build from that to expand to the full caseload	Timeframe	December 31, 2010 (began on November 8, 2010 and continues in process)		Assigned to	FR social workers and supervisors, Permanency Team Members
	1.2.2 PPLA Social Workers are trained and prepared to utilize the PTM process		November 30, 2010 (training sessions completed by February 2, 1011)			PP social workers and supervisors
	1.2.3 PPLA SWs utilize the PTM process on cases coming from FR with PTM in place		November 30, 2010 and ongoing (February 2, 1011 and ongoing)			PP social workers and supervisors, Permanency Team Members
	1.2.4 PPLA Social Workers utilize the PTM process on cases already existing in PPLA		March 1, 2013 (starting February 2, 1011 and ongoing)			PP social workers and supervisors, Permanency Team Members

Strategy 1.3: Permanency Teaming supports Icebreakers between birth parents and substitute care providers held within a week of case assignment to the Reunification worker.		<input type="checkbox"/>	CAPIT	Strategy Rationale: From the very beginning, the resource parent is included as a part of the team that will support the child and family. Resource parents receive critical information about the child right away. A relationship between the parents and resource parents starts and often as the relationship grows the resource parent can offer support and mentoring to the parents as they work toward reunification.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.3.1 Training is provided to Social Work Supervisors regarding the utilization of Icebreakers in the Permanency team model	Timeframe	March 31, 2010 (training sessions completed by February 2, 2011)	Assigned to	TA from Annie E Casey, Karrie Biehle and Stefanie Nieto-Johnson and Kate Welty
	1.3.2 Training is provided to Social Workers regarding the utilization of Icebreakers in the Permanency team model		August 31, 2010 (training sessions completed by February 2, 2011)		TA from Annie E Casey, Karrie Biehle and Stefanie Nieto-Johnson and Kate Welty
	1.3.3 Permanency Teaming cases have expanded to all cases and they hold Icebreakers as allowable		December 31, 2010 (began on November 8, 2010 and continues in process)		FR Program Managers, Social Work Supervisors and Social Workers
The review and oversight of the progress and utilization of the Icebreaker strategy is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers and others who make up the PTM/Reflective Supervision Leadership Team.					

Strategy 1.4: Permanency Teaming supports Case Manager's discussions with birth parents, youth (as appropriate) substitute care providers, relatives, etc regarding concurrent planning issues and options.			<input type="checkbox"/> CAPIT	Strategy Rationale: The sooner that sensitive yet direct discussions can occur about the options available when reunification is not successful the sooner that a child can be in the home that will be permanent should reunification not occur.	
			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		
Milestone	1.4.1 Assessment workers are a part of Permanency Teams and bring their skills for communicating alternate permanency options	Timeframe	July 30, 2010 (still under consideration)	Assigned to	Assessment workers and Permanency Teams
	1.4.2 Parents are included in the "FR Panel" where decisions in cases where not offering Reunification Services is a legal option are assessed.		May 31, 2010 (began in early 2010 and institutionalized in November 2010)		FR Panel members and Permanency Teams
	1.4.3 An MOU with Foster Family Agencies is enacted that directs support and involvement of FFA's in the development of a productive concurrent plan		May 31, 2010 (Approved by the BOS March 2, 2010)		Foster Family Agencies and Permanency Teams
The Foster Family Agency MOU has been in development for over a year in collaboration with the Foster Family Agencies who are in agreement with the best practices set forth in the MOU. The MOU will go before the BOS for approval. (Approved by the BOS March 2, 2010) The MOU allows for the Department and the FFAs to hold one another accountable for best practice.					

Strategy 1.5: Permanency Teaming supports intentional and effective planning regarding the progression of visits, including 3 rd party supervised visits and liberal visits.		<input type="checkbox"/> CAPIT	Strategy Rationale The proper progression of visitation is key to many things but especially timely reunification. Unnecessary delays in such progression hinders the timeliness of reunification and in fact may be a barrier to reunification altogether.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.5.1 The interplay between initial visits and the PTM process is examined and systemic barriers are identified and strategies to remove the barriers are developed and implemented.	Timeframe	June 30, 2010 (still under consideration)	Assigned to	PTM support team and the visitation Social Work Supervisor
	1.5.2 The interplay between Third Party Supervised Visitation and the PTM process is examined and systemic barriers are identified and strategies to remove the barriers are developed and implemented.		August 31, 2010 (see below)		PTM support team and the visitation Social Work Supervisor
	1.5.3 The interplay between Liberal Visits and the PTM process is examined and systemic barriers are identified and strategies to remove the barriers are developed and implemented. This would include the use of the TDM process to support Liberal Visit planning.		August 31, 2010 (still under consideration)		PTM support team and the visitation Social Work Supervisor
June 2010-Partnered with and trained some service providers like CAP to provide third-party visits for the families participating in their program August 2010-Presented to Dependency Judges an Overview of Approved Agency Supervised Visitation and Third Party Supervised Visitation December 3, 2010-Third-party supervised visitation Policy and Procedure Guide completed December 13, 2010-county staffed supervised visitation moves to the Mercer building-Eight centralized child friendly visit rooms January 19, 2011- FFAs received additional training regarding supervised visitation January 24, 2011-4 contracted supervised visitation resources open with convenient locations in the community with extended hour of operation (Monday through Saturday 8:00AM – 8:00PM) Quality Group Homes – 4928 E. Clinton Way (Clinton and Winery) CYS – Santa Ana House, 3654 E. Santa Ana (Shaw and Millbrook area) CYS – 3795 E. Shields Ave. (Shields and Millbrook) CYS – West Fresno Location 243 Fresno St. (Just a few minutes from WFRC)					
The review and oversight of the progress and utilization of the progressive visitation strategy is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers and others who make up the PTM/Reflective Supervision Leadership Team.					

Improvement Goal 2.0 In situations where the behavioral and emotional needs of a youth in placement challenge the possibility of placement back in the family home utilization of MTFC or Wraparound services are explored.							
Strategy 2. 1: Training is provided to staff regarding the MTFC and Wraparound programs.			<input type="checkbox"/>	CAPIT	Strategy Rationale: Staff will be better able and more likely to identify when MTFC or Wraparound would assist the youth and families in their caseloads when they have a more thorough understanding of the services.		
			<input type="checkbox"/>	CBCAP			
			<input type="checkbox"/>	PSSF			
			<input checked="" type="checkbox"/>	N/A			
Milestone	2.1.1 Training is provided to the West Metro FR and PP case managers		Timeframe	August 31, 2010 (rescheduled for later in 2011 not wanting to overload training to new work process (PTM))		Assigned to	EMQ FamiliesFirst, DSS Wraparound Liaisons, West Metro PP and FR staff
	2.1.2 Training is provided to the Central Campus FR and PP case managers			October 29, 2010 (rescheduled for later in 2011 not wanting to overload training to new work process (PTM))			EMQ FamiliesFirst, DSS Wraparound Liaisons, central Campus PP and FR staff
	2.1.3 Training is provided as needed			As staff turnover or other factors determine the need for refresh			EMQ FamiliesFirst, DSS Wraparound Liaisons, PP and FR staff
Improvement Goal 3.0 Engagement with parents is supported through the use of existing and expanded structures and resources.							
Strategy 3. 1 Cultural Brokers and Parent Partners function as a bridge between the parents and the agency, helping the parents to understand the process and the agency to understand the parents.			<input type="checkbox"/>	CAPIT	Strategy Rationale Not surprisingly there are barriers to understanding between parents and the agency accentuated by the normal emotions associated with the removal of children. A "neutral" party with understanding of the dynamics carries the potential of overcoming these barriers and supporting an engaged relationship between parents and case mangers.		
			<input type="checkbox"/>	CBCAP			
			<input type="checkbox"/>	PSSF			
			<input checked="" type="checkbox"/>	N/A			
Milestone	3.1.1 Cultural Brokers and Parent Partners will participate in Permanency Teams as families that they work with utilize the PTM process.		Timeframe	Start will coincide with the date of the first TDM for a family with a Cultural Broker attached		Assigned to	Cultural Brokers, Parent Partners, Permanency Teams
	3.1.2 Cultural Brokers are expanded as a resource available to Permanency Teams			July 1, 2011 (now planned to be ready by January 1, 2012)			Cultural Broker team
	3.1.3 Parent Partners are expanded as a resource available to Permanency Teams			July 1, 2011(now planned to be ready by January 1, 2012)			Parent Partners team

Outcome: Permanence

- C3.1 Exits to Permanency (24 Months in Care)
- C3.3 In Care 3 Years or Longer (Emancipated Or Age 18 in Care)

Fresno County's Current Performance in C3.1 Exits to Permanency (24 Months in Care):

C3.1 Exits To Permanency (24 Months In Care)				
In care on the first day of the year (24 months or longer): Exit to permanency by the end of the year and				
	JUL2006- JUN2007	JUL2007- JUN2008	JUL2008- JUN2009	JUL2009- JUN2010
Rate	12.5%	13.5%	16.3%	21.8%
Exited to reunification by end of year and before age 18	47	42	38	57
Exited to adoption by end of year and before age 18	96	108	84	136
Exited to guardianship by end of year and before age 18	19	12	55	38
Exited to non-permanency by end of year	100	103	94	97
Still in care	1,029	936	817	732
Total	1,291	1,201	1,088	1,060

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The data set for C3.1 considers all youth who had been in care for 24 months or longer at the beginning of a twelve month period and how many and what percentage exited to formal permanency by reunification, adoption or guardianship before the end of the twelve months or before turning 18.

The **state goal is a rate greater than 29.1%**. Fresno's rate has been increasing but the rate is consistently no better than half of the target rate. The number in care for more than 24 months is steadily decreasing and the number reunifying is also decreasing. The number being adopted is generally fluctuating. The number exiting for guardianship was significantly higher in the last twelve month period. A category added in the 2009 Q2 data is exiting to non-permanency and that number is generally near 100. **In the newest time frame for the update the rate increased significantly.**

This is the group of youth who did not have positive outcomes when it came to timely adoption or reunification so low rates of success in those former outcomes makes better performance in this outcome all that much more important.

Fresno County's Current Performance in C3.3 In Care 3 Years or Longer (Emancipated Or Age 18 in Care):

C3.3 In Care 3 Years Or Longer (Emancipated Or Age 18 In Care) Emancipated or age 18 in care during the year: In care 3 years or longer				
	JUL2006- JUN2007	JUL2007- JUN2008	JUL2008- JUN2009	JUL2009- JUN2010
Rate	72.5%	75.3%	63.5%	73.4%
In care less than 3 years	44	41	61	38
In care 3 years or longer	116	125	106	105
Total	160	166	167	143

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The data set for C3.3 considers all youth in a twelve month period who exited care via emancipation or turn 18 while in care and considers if they had been in care for three years or longer. The **state goal is that this rate be less than 37.5%**. In Fresno the rate has fluctuated but been consistently at least 75% above that goal. Fresno, like most other counties has a large number of youth who have been in care for some time without having found permanence. Structuring the work in the PPLA division to always consider ways to move towards formal permanence, even for those who have been in care for some time is essential. More effective efforts to develop and support a viable concurrent plan will reduce the number of children that land in PPLA and linger long enough to emancipate. **In the newest time frame for the update the rate increased to a number similar to previous years. In a large part the rate increase was due to the number of youth emancipating who had been in care less than three years decreasing by more than one third.**

A composite target (5.8% growth) using the composite planner to achieve a composite score of 99.9:

- For C3.1 the 179 children who exited to permanency would need to increase to 195. (18.1%)
- For C3.2 the 175 youth exited to permanency out of the cohort of 181 legally free youth is unlikely to change much due to the small number involved so for this exercise it will remain constant. (96.7%)
- For C3.3 the 105 youth who either emancipated or turned 18 while in care would need to decrease to 97. (58.8%)

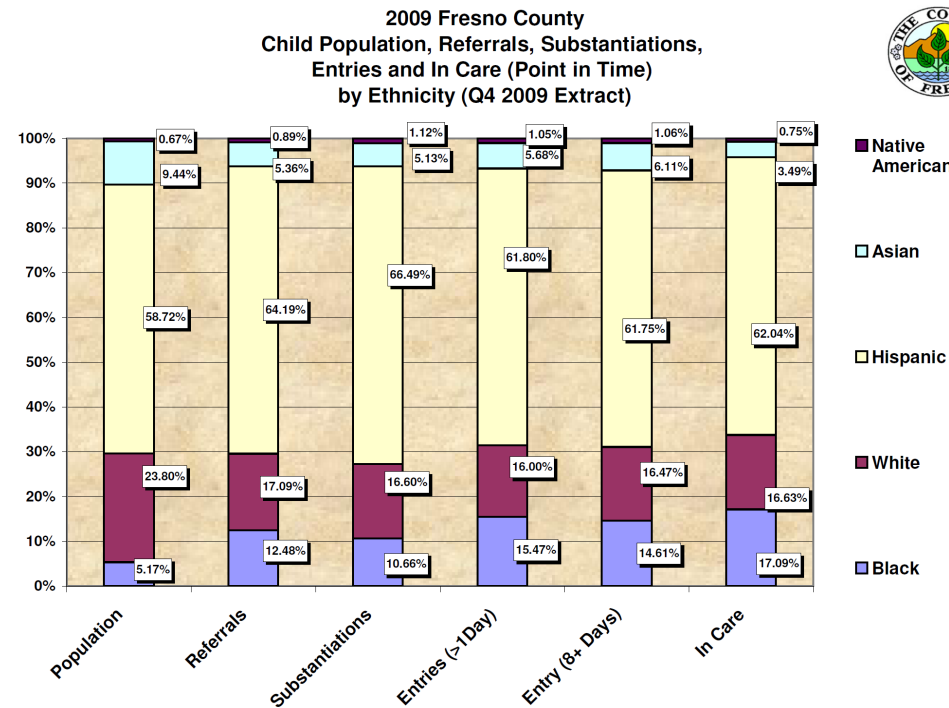
Improvement Goal 1.0						
Youth who are in PPLA are regularly assessed for permanency options						
Strategy 1. 1: Permanency Teaming will create continuity in planning for permanency for youth who have not had the opportunity to reunify. Some will have a concurrent plan that needs to be supported and actualized; others will need permanency options to be developed.			<input type="checkbox"/>	CAPIT	Strategy Rationale: Permanency Teams that began in reunification will continue as the case transitions into PPLA. Historical PPLA cases will be phased in with Permanency Teams. The Team carries the energy and momentum of permanency work and changes in case managers will not lead to a dynamic of "going back to square one" each time.	
			<input type="checkbox"/>	CBCAP		
			<input type="checkbox"/>	PSSF		
			<input checked="" type="checkbox"/>	N/A		
Milestone	1.1.1 Criteria for the utilization of a Permanency Team Meeting in PPLA is developed. More accurately defining the limited number of situations where a Permanency Team Meeting is not utilized	Timeframe	June 30, 2011		Assigned to	PPLA staff, PTM team support
	1.1.2 The situation for a youth is examined in a PP panel and the opportunity to form a Permanency Team for that youth is explored		July 1, 2011and ongoing (the relationship between the PP Panel and Permanency Teams is currently being examined)			PPLA staff, PTM team support
	1.1.3 All appropriate youth in PPLA will have a Permanency Team		June 1, 2013			PPLA staff, PTM team support
The review and oversight of the progress and utilization of the Permanency Team Meeting strategies is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers and others who make up the PTM/Reflective Supervision Leadership Team.						

Strategy 1. 2: Youth who do not have apparent permanency options will benefit from Family Finding efforts that engage persons who care about the youth but have not been asked to be involved recently		<input type="checkbox"/> CAPIT	Strategy Rationale: With a targeted effort of going through case records and engaging in Family Finding with the youth permanency options can be identified that had not been obvious previously		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.2.1 Select cases are mined for potential family finding efforts	Timeframe	Currently occurring as self initiated by staff, organized expansion by December 31, 2010 (Family Finding is a strategic element of CAPP and will inform Fresno's efforts in relating Family Finding with Permanency Teaming)	Assigned to	CC25I staff participants and agency partners
	1.2.2 Family Finding will include fathers and paternal relatives		December 31, 2010 (Family Finding including paternal relatives is a strategic element of CAPP and will inform Fresno's efforts in relating Family Finding with Permanency Teaming)		CC25I staff participants and agency partners
	1.2.3 As youth are reviewed in PP panels and Permanency Teams are developed for those youth as needed Family Finding efforts expand to those youth		January 31, 2011 and ongoing (Family Finding is a strategic element of CAPP and will inform Fresno's efforts in relating Family Finding with Permanency Teaming)		Permanency Teams, CC25I staff participants and agency partners
	1.2.4 An MOU with FFA's is enacted that directs support and involvement of FFA's in permanency efforts such as Family Finding		January 31, 2011(Approved by the BOS March 2, 2010)		Foster Family Agencies and Permanency Teams
The Foster Family Agency MOU has been in development for over a year in collaboration with the Foster Family Agencies who are in agreement with the best practices set forth in the MOU. The MOU will go before the BOS for approval. The MOU allows for the Department and the FFAs to hold one another accountable for best practice. (Approved by the BOS March 2, 2010) The review and oversight of the progress and utilization of the Family Finding strategy is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers and others who make up the PTM/Reflective Supervision Leadership Team.					

Improvement Goal 2.0 In situations where the behavioral and emotional needs of a youth in placement challenge the possibility of placement back in the family home utilization of MTFC or Wraparound services are explored.					
Strategy 2. 1: Training is provided to staff regarding the MTFC and Wraparound programs.			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Staff will be better able and more likely to identify when MTFC or Wraparound would assist the youth and families in their caseloads when they have a more thorough understanding of the services.	
Milestone	2.1.1 Training is provided to the West Metro FR and PP case managers	Timeframe	August 31, 2010 (rescheduled for later in 2011 not wanting to overload training to new work process (PTM))	Assigned to	EMQ FamiliesFirst, DSS Wraparound Liaisons, West Metro PP and FR staff
	2.1.2 Training is provided to the Central Campus FR and PP case managers		October 29, 2010 (rescheduled for later in 2011 not wanting to overload training to new work process (PTM))		EMQ FamiliesFirst, DSS Wraparound Liaisons, central Campus PP and FR staff
	2.1.3 Training is provided as needed		As staff turnover or other factors determine the need for refresh		EMQ FamiliesFirst, Wrap Liaisons, PP and FR staff, Wraparound Leadership Team (monitor)
Improvement Goal 3.0 The positive role of the birth family and/or relatives is supported even when reunification is not possible					
Strategy 3. 1 Review cases for family involvement and reconnect to either reconsider placement or ensure relationship support through visitation			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale At times when placement was not possible there was not a mindset towards supporting the relationship anyway through visits and call.	
Milestone	3.1.1 Youth with potential family resources are identified in a PP Panel or Permanency Team Meeting	Timeframe	November 30, 2010 and ongoing (currently occurring on a case by case basis)	Assigned to	PPLA staff
	3.1.2 Family is reengaged to connect to the youth		November 30, 2010 and ongoing (currently occurring on a case by case basis)		PPLA staff
	3.1.3 Relationships are supported and developed		November 30, 2010 and ongoing (currently occurring on a case by case basis)		PPLA staff
The review and oversight of the progress and utilization of the family reengagement strategy is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers and others who make up the PTM/Reflective Supervision Leadership Team					

Outcome: Eliminating Racial Disparities and Disproportionality

Fresno County's Current Performance:



Needell,B.,Webster,D.,Armijo,M.,Lee,S.,Dawson,W.,Magruder,J.,Exel,M.,Glasser,T.,Williams,D., Zimmerman,K.,Simon,V.,Putnam-Hornstein,E.,Frerer,K.,Ataie,Y.,Atkinson,L.,Blumberg,R., Cuccaro-Alamin,S. (2010). Child Welfare Services Reports for California.

While Black children represented 5.17% of the population they represented 12.48% of the children with referrals, more than double their population representation. Representation in substantiations was slightly lower at 10.66%. Continuing the undesirable trend, entries into care were much higher (nearly 3x) with a 14.61% representation. In Care rates are the highest (17.096%) because as a "point in time" data set it would carry the inequities in entry for all previous years. The need for further SIP strategies is clear.

There has been some correction for the over identification of Native American ethnicity which has by the nature of representation changed the historical numbers for all groups somewhat. As that correction continues the numbers will be recalculated and reported. Even with that correction there are likely some disproportionality issues for Native Americans that combine with ICWA compliance issues that indicate a need for a part of the ERDD SIP strategy to include Native Americans.

Improvement Goal 1.0 A continually developing understanding of the depth and breadth of Disproportionality is achieved through a constantly growing review of the data indicators of the challenge that explores all aspects of participation in the Child Welfare process.					
Strategy 1. 1: The Self Evaluation Team has as a top priority the exploration of disproportionality data from the standard decision point view to the deeper explorations of all other available outcomes and dynamics http://www.co.fresno.ca.us/SelfEvalDisp		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: While anecdotal information is valuable to detail the visceral need for improvement, data is the tool that explores the depth of the challenges and indicates positive movement and needs for continued growth		
Milestone	1.1.1 The Self Evaluation Team determines points of value for deeper exploration	Timeframe	March- June 2010 (completed June 2010)		The Self Evaluation Team
	1.1.2 The Self Evaluation Team provides a look at 2009 data in all outcomes using the Q4 2009 Extract		July 31, 2010 (completed July 2010) http://www.co.fresno.ca.us/SelfEvalDisp		The Self Evaluation Team
	1.1.3 The Self Evaluation Team provides a longitudinal perspective on decision point data that includes 2009 data using the Q4 2009 Extract and shares the data with staff and the community on-line and in person		August 31, 2010 (completed September 2010) http://www.co.fresno.ca.us/SelfEvalDisp		The Self Evaluation Team
	1.1.4 The Self Evaluation Team provides a longitudinal perspective on decision point data that includes 2010 and all 2010 outcomes data using the Q4 2010 Extract and shares the data with staff and the community on-line etc.		August 31, 2011 (Q4 data is released September 1 st so a more accurate target date is in September 2011)		The Self Evaluation Team
	1.1.5 The Self Evaluation Team provides a longitudinal perspective on decision point data that includes 2011 and all 2011 outcomes data using the Q4 2011 Extract and shares the data with staff and the community on-line etc.		August 31, 2012 (Q4 data is released September 1 st so a more accurate target date is in September 2012)		The Self Evaluation Team
	1.1.6 The Self Evaluation Team provides data as requested for the purpose of assessing and supporting ERDD efforts		Any time as requested (this is occurring on a regular basis)		The Self Evaluation Team
			Assigned to		

Improvement Goal 2.0						
Participate as the subject of an "Institutional Analysis" related to the consideration that systemic constructs within an institution contain hidden and unintended consequences that contribute to Racial Disparities and Disproportionality						
Strategy 2. 2		<input type="checkbox"/>	CAPIT	Strategy Rationale		
Fresno is the single jurisdiction invited by the Annie E. Casey Foundation (AECF) to participate in an "Institutional Analysis" in 2009		<input type="checkbox"/>	CBCAP	The Institutional Analysis is a diagnostic tool developed by the Center for the Study of Social Policy in partnership with Praxis International to reveal systemic problems, rather than the behaviors or actions of certain individuals, which are contributing to greater inequities for some children, youth and families.		
		<input type="checkbox"/>	PSSF			
		<input checked="" type="checkbox"/>	N/A			
Milestone	2.2.1 The research question is developed	Timeframe	Accomplished September 2009		Assigned to	Disproportionality Advisory Committee Center for the Study of Social Policy
	2.2.2 The case based review occurs		Accomplished November 2009			Disproportionality Advisory Committee Center for the Study of Social Policy
	2.2.3 Institutional Analysis Week is held which includes a broad array of interview subjects around the structure of service delivery within and around the child welfare system		Accomplished November 30, 2009 through December 4, 2009			Disproportionality Advisory Committee Center for the Study of Social Policy
	2.2.4 The Institutional Analysis Report is received and reviewed.		June 30, 2010 (released October 19, 2010) http://cssp.trilogyinteractive.com/pdfs/positive_outcomes_fresno_co_institutional_analysis.pdf			Disproportionality Advisory Committee Center for the Study of Social Policy
	2.2.5 Recommendations from the Institutional Analysis Report are reviewed and responses are strategically developed and implemented		August 31, 2010 and continuing (PTM Launch November 8, 2011 other steps are identified in the report itself)			Disproportionality Advisory Committee Center for the Study of Social Policy
The review and oversight of the progress and implementation of the developed strategies and processes is accomplished through the work of the Disproportionality Advisory Committee which includes but is not limited to Quality Assurance, the AB636 System Improvement Social Work Supervisor and the respective Program Managers. A Racial Equity Action Team is established in 2010 that is integrated with the Steering Team that reviews, supports and provides vision for all system and process innovations and improvements.						

Improvement Goal 3.0						
The cultural sensitivity of services is developed and supported						
Strategy 3. 1 Cultural brokers are supported, expanded and strategically deployed			<input type="checkbox"/> CAPIT	Strategy Rationale Cultural brokers provide a voice for the families to support a sensitivity to the role that culture plays in the dynamics of the family and how that is interpreted relative to safety, permanence and well being.		
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
Milestone	3.1.1 Cultural Brokers respond with ER social workers in a joint community response with families who meet the criteria	Timeframe	Presently and to expand by July 1, 2011(In Crisis ER November 8, 2010, Non-crisis ER later in 2011)		Assigned to	Cultural Brokers and ER staff
	3.1.2 Cultural brokers have shared space with the West Fresno Health Coalition		July 1, 2011 (November 2010)			Cultural Brokers and West Fresno Regional Center staff
	3.1.3 As the Permanency Team Meeting process is established (see Timely Reunification Strategy 1.2) Cultural Brokers will have a strong role and will identify to Quality Assurance if and when they are not utilized		December 31, 2010 and continuing (January 1 2012 to allow for expansion of Cultural Broker capacity)			Cultural Brokers, Quality Assurance and Permanency Teammates
Strategy 3. 2 A parenting class utilizing the Nurturing Parenting Curriculum with specific cultural perspectives woven in is utilized by African American Families			<input type="checkbox"/> CAPIT	Strategy Rationale Services that are the most effective are those that take into account cultural dynamics and frames of reference. A parenting class that accomplishes this will find participants more likely to value and implement the lessons learned.		
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
Milestone	3.2.1 Trainers for the African American Nurturing Parenting Curriculum are recruited and trained	Timeframe	Accomplished Fall 2009		Assigned to	Cultural brokers, CVTA, training candidates, West Metro Collaborative, Nurturing Parenting Instructors
	3.2.2 Locations and dates are identified for the provision of the African American Nurturing Parenting classes		July 31, 2010 (First class series was March 10, 2010, two more in 2010, one in progress in 2011)			Cultural brokers, CVTA, training candidates, West Metro Collaborative, Nurturing Parenting Instructors
	3.2.3 African American Nurturing Parenting classes are provided		August 31, 2010 and continuing as needed (based on demand) (First class series was March 10, 2010, 2 more in 2010, 1 so far in 2011)			Cultural brokers, CVTA, training candidates, West Metro Collaborative, Nurturing Parenting Instructors
The review and oversight of the progress and implementation of the African American Nurturing Parenting Curriculum (an EBP) is accomplished through the work of the Disproportionality Advisory Committee (now Racial Equity Action Team) which includes but is not limited to Quality Assurance, the AB636 System Improvement Social Work Supervisor and the respective Program Managers.						

Probation Outcome: Timely Reunification

Improvement Goal 1.0 Timely Reunification

Through engagement and support through service provision of youth and parents youth will successfully be with their families in a timely manner

Strategy 1. 1

Increase parent/guardian and youth participation in family therapy

- | | |
|-------------------------------------|-------|
| <input type="checkbox"/> | CAPIT |
| <input type="checkbox"/> | CBCAP |
| <input type="checkbox"/> | PSSF |
| <input checked="" type="checkbox"/> | N/A |

Strategy Rationale

Timely reunification is achieved in a timelier manner when family therapy begins earlier in the process rather than later. Many providers believe that they need to “fix” the youth before they begin therapy. Getting to the issues of “removal” earlier help in assisting the family to work through their issues.

Milestone		Timeframe	Assigned to
	1.1.1 Learning session to seek training from UC Davis Extension and/or County Mental Health on therapeutic models that support early family therapy.	October 15, 2010 – On February 24, 2011 Clinical Mental Health Supervisor provided the unit training. The only training UC Davis has provided locally is the following: Concurrent planning on January 19, 2011. The next two UC Davis training sessions are Secrets of Case Planning (03-09-11) and Youth in transition (03-17-11) and staff are scheduled to attend those training sessions. Due to budget problems staff is not allowed to attend training outside of the county.	Training Manager Placement Manager (monitored and assessed by Training Manager, Placement Manager, and Division Director)
	1.1.2 Meet with group home providers, FFA's, and County Mental Health to discuss therapy issue and compliance. Group Home advisory meeting and individual meetings with administrative providers.	January 11, 2010 April 19, 2010 August 16, 2010 December 6, 2010 All of the dates for the advisories were held.	Chief Probation Officer Division Director Placement Manager DPO IV's DPO III

(continuing through 2011 – 2012 dates yet to be determined)
[The dates for 2011 are as follows:](#)
[February 14, 2011](#)
[May 9, 2011](#)
[August 8, 2011](#)

		November 14, 2011		
		Meeting with Group Home providers are on-going through individual meetings, advisories, and annual inspections. The turn outs have been positive as well as our goals compliance with therapy.		
	1.1.3 Implement procedure that requires a team meeting with parent/guardian, caregiver, therapist, and Deputy Probation Officer within 60 days. The case plan will be updated to include a "mandatory" section that discusses the team meeting and its outcomes. Days of placement to discuss therapy plan. The Court reports will also add a section discussing the "meeting" with all parties and its outcome.	November 15, 2010		Division Director Placement Manager DPO IV's Automation Services
		Probation is going to follow DSS procedure regarding this milestone. Through the institutional analysis they participated in they have a meeting with all involved parties every 90 days. The officers were meeting with all of the involved parties; however we believe it is important that the process continue on an on-going basis. This new process will begin on March 18, 2011.		

Strategy 1. 2 Support parents/guardians with parenting classes, drug treatment, and drug testing.	<input type="checkbox"/>	CAPIT	Strategy Rationale In delinquency matters, Probation is not required to pay for reunification services such as parenting classes, drug treatment, and drug testing. Although Probation refers parents/guardians to these services, they often do not comply due to the costs associated with paying for these services. Probation therefore cannot return the youth home because there is no manner of determining the parents/guardian level compliance to the Court. By providing this service we could monitor parents' compliance and ensure a safer return to the parent/guardian.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.2.1 Use CWS / OIP funds to contract for parenting classes for the parents of delinquency youth in care. Add on to current Social Services contracted providers.	Timeframe	Assigned to
		<p><u>April 30, 2010</u> Set contract meeting with DSS & Probation</p> <p><u>June 1, 2010</u> Finalize MOU agreement</p> <p><u>July 30, 2010</u> Begin referral process</p> <p><u>January 30, 2011</u> Review utilization of services for increase or decrease. Attendance and parent cooperation will be reviewed</p> <p>Probation chose not to set up an MOU agreement with DSS, but rather would handle any referrals through a Limited Purchasing Order. However, as of this writing no parent has volunteered for the service. In Delinquency Court the petition is filed against the child not the parent like in Dependency Court. In addition, I will be working with one of the DDS Program Manager to get on their work group to look for services in the area that are no cost or free.</p> <p><u>July 30, 2011</u> Review existing MOU, need for services, or alternatives if CWS/OIP funds are not available</p> <p><u>January 30, 2011</u> Review project and updates on sustainability</p>	<p>Division Director Placement Manager Probation Business Manager DPO IV's Department of Social Services Administration</p>

	<p>1.2.2 Use CWS / OIP funds to contract for drug treatment services. Add on to current Social Services Contracted providers.</p>	<p><u>February 1, 2011</u> Set contract meeting with DSS & Probation, explore in and out patient programs in the community and the viability of utilization</p> <p><u>August 15, 2011</u> If services are available and funding is secured for 2011 -2012 fiscal year, begin the MOU process</p> <p><u>November 1, 2011</u> Implement treatment referral process</p> <p><u>March 12, 2012</u> Evaluate referral and parent compliance with services, make recommendations if needed.</p> <p>Probation chose not to set up an MOU agreement with DSS, but rather would handle any referrals through a Limited Purchasing Order. However, as of this writing no parent has volunteered for the service. In Delinquency Court the petition is filed against the child not the parent like in Dependency Court. In addition I will be working with one of the DDS program Managers to get on their work group to look for services in the area that are no cost or free.</p> <p><u>August 1, 2012</u> Evaluate funding and sustainability of services</p>	<p>Division Director Placement Manager DPO IV's Department of Social Services administration</p>
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	<p>1.2.3 Use CWS / OIP funds to contract for drug testing services. Add on to the current Social Services contracted providers.</p> <p>To run concurrent with parenting classes MOU</p>	<p><u>April 30, 2010</u> Set contract meeting with DSS & Probation</p> <p><u>June 1, 2010</u> Finalize MOU agreement</p> <p><u>July 30, 2010</u> Begin referral process</p> <p><u>January 30, 2011</u> Review utilization of services for increase or decrease. Attendance and parent cooperation will be reviewed.</p> <p>Probation chose not to set up an MOU agreement with DSS, but rather would handle any drug tests that can be paid out of the Juvenile trust fund. However, as of this writing no parent has volunteered or been ordered by the court to drug test. In addition, we would be willing to assist those parents who are on Adult Probation who are unable to pay for the test and who have kids in care. In Delinquency Court the petition is filed against the child not the parent like in Dependency Court. In the event a parent dies drug test their test would be placed in a confidential file. I will continue to monitor this milestone.</p> <p><u>July 30, 2011</u> Review existing MOU, need for services, or alternatives if CWS/OIP funds are not available</p> <p><u>January 30, 2011</u> Review project and updates on sustainability</p>	<p>Division Director Placement Manager DPO IV's Department of Social Services administration</p>
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Strategy 1.3 Utilize pre-placement/family maintenance services or SB 163/wraparound services before physical removal or within 6-months of removal		<input type="checkbox"/> CAPIT	Strategy Rationale Giving youth and families an opportunity to succeed and maintain in their homes and community earlier in the process, rather than after removal. When appropriate reunifying youth and parent/guardian earlier with support services such as SB 163/wraparound services.	
		<input type="checkbox"/> CBCAP		
		<input type="checkbox"/> PSSF		
		<input checked="" type="checkbox"/> N/A		
Milestone	1.3.1 Provide in service training with attorneys and the Court/bench on SB 163 services and pre-placement/family maintenance services All trainings to be monitored by the SB 163/Wraparound monthly meetings and become part of the mandatory agenda items.	Timeframe	<u>May 24, 2010</u> Schedule in-service training for Juvenile Bench Judges <u>September 20, 2010</u> Schedule in-service training for the District Attorneys Office <u>January 20, 2011</u> Schedule in-service training for public defenders office On January 28, 2011, Probation EMQ Families First and Mental Health Systems provided training to over 40 people who represented the following agencies: Probation, Juvenile Delinquency Bench, District Attorney, Public Defender, alternative defense offices and Juvenile institutions. The purpose was for all parties to have a better understanding of the process and to make appropriate referrals. <u>April 20, 2011</u> Schedule in-service training for alternative defense office attorneys <u>October 25, 2011</u> Review training for new Judges, Attorneys, and Probation staff. <u>January 30 2012</u> Contract all collaborative and justice partners to review the need for ongoing training	Assigned to SB 163 Wrap teams and Probation Division Director Placement Manager Probation SB 163/wraparound and Pre-placement supervision officers Department of Social Services SB163 supervisor/liaisons Contracted service provider(s)

	<p>1.3.2 Provide in service training for Juvenile Division officers in Court Services, investigations, and supervision units</p> <p>Process monitored by Lead SB 163 Deputy Probation Officer and Placement Manager. Training will be discussed at Monthly Juvenile Probation Management Team.</p>	<p><u>May 1, 2010 to June 30, 2010</u> Schedule in-service training for Court Service Units, Supervision, and JJC institution staff.</p> <p><u>February 20, 2011</u> Schedule in-service training for new officers in the Juvenile Division.</p> <p>On January 28, 2011, Probation EMQ Families First and Mental Health Systems provided training to over 40 people who represented the following agencies: Probation, Juvenile Delinquency Bench, District Attorney, Public Defender, alternative defense offices and Juvenile institutions. (Juvenile Investigations/intake plus new DPO's to the Juvenile division were present. On October 12, 2011 a presentation overview was given at our Juvenile divisional meeting.</p>	<p>SB 163 Wrap teams and Probation Wrap Officers, and PSM</p> <p>Division Director Placement Manager Probation SB 163/wraparound and Pre-placement supervision officers Department of Social Services SB163 supervisor/liaisons Contracted service provider(s)</p>
	<p>1.3.3 Create new protocol/procedure to screen new cases for alternative support services and prior to every pre-permanency hearing, conduct a staffing with the case officer, Sr. Officer, and Manager for consideration for early return home to parent/guardian when appropriate.</p>	<p><u>August 20, 2011</u> Establish a unit committees to begin the written planed protocol and process for staffing and screening</p> <p><u>December 1, 2011</u> Finalize protocol, provide internal training by committee, and begin implementation</p> <p><u>February 21, 2012</u> Reconvene committee to review protocol and procedure. Add section to case plan and court reports that addresses early reunification and steps that would make it possible for this to occur or barriers i.e. safety.</p>	<p>Division Director Placement Manager DPO IV's</p>

Probation Outcome: Transition to Self-Sufficient Adulthood / Emancipation				
Improvement Goal 1.0 Youth are supported and guided in their transition to self-sufficient adulthood / emancipation				
Strategy 1. 1 Begin transition planning earlier than six months from reaching the age a majority. Planning should begin before the age of 17 and should be ongoing.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale In order for youth to achieve successful self-sufficiency to adulthood or emancipation, they require support and planning by their Deputy Probation Officer.	
Milestone	1.1.1 Learning session to seek training from UC Davis Extension and/or ILP services on how to engage youth on transition planning Monitored by Training Manger, Juvenile Placement Manager, and Juvenile Director	Timeframe	<u>June 1, 2010</u> Meet with UC Davis Extension staff to set up training for Fresno County Placement Officers and neighboring Counties (Madera, Merced, Tulare) The only training UC Davis has provided locally is the following: Concurrent planning on January 19, 2011. The next two UC Davis training sessions are Secrets of Case Planning (03-09-11) and Youth in transition (03-17-11) and staff are scheduled to attend those training sessions. Due to budget problems staff is not allowed to attend training outside of the county. In addition, we work closely with our DSS ILP Social Worker liaison Bob Bentley and he is invited to all of our staff meetings for suggestions and input.	Assigned to Training Manager Placement Manager ILP supervisor

	<p>1.1.2 Develop multiple realistic or obtainable plans for the youth, that are outlined in the youths case plan and Court report</p>	<p><u>January 20, 2011</u> Form Committee to work on project</p> <p>Committee needs to be developed.</p> <p><u>May 1, 2011</u> Update case plan and template to include plans, responsibilities, and objectives.</p> <p><u>January 23, 2011</u> Review process and report</p> <p><u>January 20, 2011</u> Review process and effectiveness?</p>	<p>Division Director Placement Manager DPO IV's Fresno County DSS, ILP program staff and supervisors Automation Unit Manager</p>
	<p>1.1.3 Supervising Deputy Probation Officer, youth, and care provider set meetings/staffing with potential support providers</p>	<p><u>March 10, 2010</u> Review effectiveness of meetings and outcomes for youth. Set special meeting with unit staff to discuss this goal</p> <p><u>March 18, 2011</u> Meet with providers individually and assigned Deputy PO explains process and reason for staffing.</p> <p><u>May 1, 2011</u> Implement meetings with youth, provider and DPO. Discuss process during unit meetings with Placement Manager and staff.</p>	<p>Division Director Placement Manager DPO IV's</p>

Strategy 1. 2 Ensure every youth that transitions to self-sufficient adulthood / emancipation has at least one identified support adult or lifelong connection		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale In order for youth to be successful in their emancipation from care, they need ongoing mentoring and support beyond foster care.
Milestone	1.2.1 Work with the Focus Forward agency to identify and develop a core group of mentors specifically for probation youth in care. Assist in the training and recruitment of mentors.	Timeframe	Assigned to
		<p><u>February 28, 2010</u> Meet with Focus forward CEO Notified Unit staff of Mentoring program Focus Forward to team with Probation and Mental Health during the “pending placement” staffing held at the Juvenile Justice Campus</p> <p><u>May 11, 2010</u> Review Mentor program and outcomes with Focus Forward, Probation, and Mental Health Probation has been making referrals to Focus Forward mentoring program for those foster youth who are detained pending placement and or those youth serving custodial commitments. In addition every two weeks Probation and Mental Health meet to discuss foster youth who are detained pending placement and or serving custodial commitments on strategies for compliance while detained and preparing them for placement. However, Focus Forward is still looking for appropriate funding to establish a mentor group for Probation youth outside of JJC.</p> <p><u>March 1, 2012</u> Review Mentor program and outcomes with Focus Forward, Probation, and Mental Health</p>	<p>Division Director Placement Manager DPO IV's CEO of Focus Forward and support staff Fresno County Mental Health</p>

	<p>1.2.2 Create a parent/relative search for family or mentor supports. Utilize websites and ILP services to mine a youths case for relatives</p>	<p>April 10, 2011</p>	<p>Court Services Mgr., DPO IV's ITSD Mgr., Training Mgr., ILP SWS Placement Manager, Division Dir.</p>
	<p>1.2.3 Work with the Courts, attorneys, and volunteer agencies to develop "non-traditional" mentor groups.</p>	<p><u>August 10, 2010</u> Attend juvenile justice collaborative meetings to set up discussion regarding mentor services. Identify existing resources and their availability.</p> <p><u>These issues have been raised at our monthly Juvenile Justice Commission meetings; however nothing has come to fruition.</u></p> <p><u>March 1, 2011</u> Contact community based agencies and faith based groups to solicit mentors with Focus Forward project.</p> <p>Work group needs to be established.</p> <p><u>January 20, 2012</u> Identify and provide training for selected mentor group to provide services for probation placement youth in the community</p>	<p>Division Director Placement Manager DPO IV's Judges Attorneys Identified support agencies Focus Forward</p>

Strategy 1.3 Support on going education of High School graduation and college enrollment, trade schools, or military.		<input type="checkbox"/> CAPIT	Strategy Rationale Youth who graduate from high school and attend a specialized training or college program or the military have better opportunities for career building and employment.	
		<input type="checkbox"/> CBCAP		
		<input type="checkbox"/> PSSF		
		<input checked="" type="checkbox"/> N/A		
Milestone	1.3.1 Work with local school districts and Foster Youth Educational Services to ensure youth who emancipate without graduation, have an opportunity to continue their education and there is plan and contact persons who will support the youth with the process	Timeframe	<u>March 1 2010</u> Add discussion to the local Foster Youth Educational Services Advisory Committee Meeting, to get ideas to implement this strategy <u>April 12 2010</u> Continue discussion regarding implementation of strategy during FYES meeting. <u>May 10, 2010</u> Confirm strategies and ideas with FYES committee. Gather strategies for 2010/2011 school year. Last year 10 Probation Foster youth graduated from High School. In addition we assisted three Probation Foster Youth to get into college and assisted them filling out the necessary paperwork for financial aide. Last the group advisory on February 14, 2011 Carol Davies from Fresno City College spoke to the group at the programs offered at Fresno City and the financial assistance for Foster Youth.	Assigned to Division Director Placement Manager DPO IV's Foster Youth Educational Services Administration and staff Local School district foster youth educational liaisons
			<u>September 1, 2011</u> Begin to implement strategies and written in case plan and emancipation conferences/staffing <u>February 1 ,2012</u> Review process with FYES committee and outcomes.	

	<p>1.3.2 Provide training for FFA and Group Home providers on requirements and application process for colleges, trade schools, and military. Supervising officers to monitor application processes and assist with the follow through</p> <p>** Inquire from Group Home Advisory Meeting members what educational topics they need training on (IEP's, discipline, special education, alternative education, etc.).</p>	<p>At the group home advisory meetings on the following dates: <u>April 19, 2010</u> Foster Youth Educational Services to provide in-service training <u>August 16, 2010</u> Fresno City College and Fresno State Guardian Scholars Program <u>December 6, 2010</u> US Military local recruiting office to provide presentation</p> <p>All meetings were held on the above dates. At all of meetings Foster Youth Educational Services our invited and discuss new laws that pertain to Foster Youth, tutoring services and college information.</p> <p>Continuing through 2011 – 2012 (meeting dates not yet set)</p>	<p>Division Director Placement Manager DPO IV's Placement Unit Educational Liaison</p> <p>Local Group Home / FFA providers Fresno City College, Fresno State, local trade schools, and Fresno area military recruitment office</p>
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	<p>1.3.3 Ensure that youth are supported and assisted with financial aid applications</p>	<p>May 1, 2010 Probation Educational Liaison to attend training on financial aid forms and application process.</p> <p><u>October 25, 2010</u> Educational Liaison to provide training to Deputy Probation Officers.</p> <p>Last year 10 Probation Foster youth graduated from High School. In addition we assisted three Probation Foster Youth to get into college and assisted them filling out the necessary paperwork for financial aid. Last the group advisory on February 14, 2011 Carol Davies from Fresno City College spoke to the group at the programs offered at Fresno City and the financial assistance for Foster Youth. The Ed liaison, the officer, and DSS ILP liaison work together on assisting probation youth on the necessary form to fill out what is available for college.</p> <p><u>March 05, 2011</u> Educational Liaison to review application process and enrollment outcomes</p> <p><u>April 2, 2012</u> Review application process and it's effectiveness and outcomes</p>	<p>Division Director Placement Manager Placement Unit Educational Liaison DPO IV's Local Group Home / FFA providers</p>
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Probation Outcome: Placement Stability

Improvement Goal 1.0

Identify and utilize placement options at the lowest level of care and support stability

Strategy 1. 1

Seek and identify relatives and mentors earlier in the process prior to recommending removal for alternatives to foster care homes or group homes.

<input type="checkbox"/>	CAPIT
<input type="checkbox"/>	CBCAP
<input type="checkbox"/>	PSSF
<input checked="" type="checkbox"/>	N/A

Strategy Rationale

Youth who are linked/placed with family or mentors in their communities have a better opportunity to succeed and maintain placement stability.

Milestone	1.1.1 Learning session to seek training from UC Davis Extension and/or DSS for Juvenile Court Services Investigators/officers to engagement and family finding skills.	Timeframe	Assigned to
		<p><u>September 1, 2010</u> Request to UC Davis for specialized training for juvenile engagement.</p> <p><u>January 2, 2011</u> Meet with DSS ILP for case mining training and case history research training</p> <p>Probation has been discussions with US Search web based service for approximately two months and we are very close to being added to the existing county contract. This search tool will be utilized by all placement officers, Juvenile investigators, and caseload carrying officers to help find a suitable plan of care prior to placement or to link Probation Foster youth up with relative or non-relatives in the event they have no family. Officer Thomas who went through the family finding training provided by UC Davis will be the department liaison.</p> <p><u>July 1, 2011</u> Implement family finding tools and engagement strategies</p> <p><u>February 2012</u> Provide additional training to all juvenile division officers</p>	<p>Training Manger Court Services Manager and staff Division Director Placement Manager DPO IV's</p>

	<p>1.1.2 Streamline relative / mentor approval process to allow youth and identified family/mentors to timelier placement. Decrease timely detention in the Juvenile Justice Campus.</p>	<p><u>June 1, 2010</u> Set collaborative meeting with DSS home approval unit for cross training to streamline relative placement process</p> <p>One SB 163 officer was added to the unit in July of 2010, which has assisted in getting those minors detained out more quickly. In addition, I have volunteered to sit on a work group with DSS regarding home approvals to see what strategies can be developed. One of our biggest challenges is relatives and non-relatives take there time to get fingerprinted, which holds up the process, getting the necessary letter of reference, and court orders and police reports pertaining to their convictions. Some strategies we have implemented is that we will allow parents/or non-relative to be fingerprinted seven days a week vs. only one day a week, we have provided transportation, and conducted the home assessment during non-traditional hours.</p> <p><u>April 4, 2011</u> Implement new protocol and procedures for earlier release from JJC detention</p> <p><u>December 12, 2011</u> Review protocol and procedure changes for their effectiveness of earlier release and timely relative or NREFM placement</p>	<p>Division Director Placement Manager DPO IV's DSS home approval unit Supervisor and staff</p>
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	<p>1.1.3 Create technical support in the JAS (Juvenile Automation System) to increase data storage of potential family / mentor placements</p>		<p><u>February 28, 2011</u> Set planning meetings to create relative placement window screens in probation case management system (JAS).</p> <p>Due to our automation unit working on special projects for January and February/ 2011 this has yet to be completed. However, the new window screen in JAS will be implemented by March 18, 2011.</p> <p><u>September 5, 2011</u> Implement new changes and data collection of relatives</p> <p><u>December 1, 2011</u> Update pre-placement review Court report to include relatives that have or will be considered for relative placement.</p>		<p>Division Director Placement Manager DPO IV's IT Manager</p>								
<p>Strategy 3. 2 Recruitment of County Foster Parents for probation youth and increase utilization of FFA's / MTFC homes</p>		<table><tr><td><input type="checkbox"/></td><td>CAPIT</td></tr><tr><td><input type="checkbox"/></td><td>CBCAP</td></tr><tr><td><input type="checkbox"/></td><td>PSSF</td></tr><tr><td><input checked="" type="checkbox"/></td><td>N/A</td></tr></table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p>Strategy Rationale Youth who are placed in single family foster homes have better placement stability and outcomes than youth who are placed in congregate care group homes.</p>		
<input type="checkbox"/>	CAPIT												
<input type="checkbox"/>	CBCAP												
<input type="checkbox"/>	PSSF												
<input checked="" type="checkbox"/>	N/A												

Milestone	1.2.1 Attend "Pride" foster care training meetings and attend Foster Care educational training meetings for recruitment of Probation Foster Parent homes	Timeframe	Assigned to	Division Director Placement Manager DPO IV's Foster care DPO DSS foster care recruitment team
		<p>April 30, 2010 and ongoing Attend Fresno City College "Pride" graduation event and provide foster parents with information regarding probation foster care placements. **Assigned to Ralph Mendoza or FFA/FM officer <u>April 30, 2010</u> Attend FFA monthly meetings and recruit providers to work with probation youth ** Assigned to Ralph Mendoza or FFA/FM officer <u>March 1, 2011</u> Provide training for FFA foster parents on Probation Foster youth and delinquency system ** Assigned to Ralph Mendoza or FFA/FM officer and PSM David Ruiz</p> <p>Officer Mendoza has been regularly attending monthly FFA meetings. In addition the SB 163 Officers have offered to meet with MTFC Foster homes to explain the Probation process. Further, meetings are scheduled in the month of March/2011 with our three primary Foster Family agencies: Quality, Golden State, and Family Builders so training and explaining can be provided to them.</p> <p><u>March 1, 2012</u> Review if there has been an increase in FFA / single family foster homes in lieu of GH placements</p>		


	<p>1.2.2 Create new process and protocol that requires youth with identified behavioral issues with MTFC and specialized foster care home programs earlier</p>		<p><u>May 1, 2011</u> Implement protocol and procedure to screen all “pending foster care” placement cases for MTFC or 969 specialized foster care homes. <u>November 20, 2011</u> Create a list of specialized vendors and service providers/FFA's that can provide homes for probation youth with special needs.</p>		<p>Division Director Placement Manager DPO IV's Wraparound SB163 officers</p>
	<p>1.2.3 Increase FFA utilization by meeting with local area providers and attending their FFA monthly advisory meetings</p>		<p><u>January 28, 2010</u> Attended by PSM and FFA supervision officer Ralph Mendoza <u>March 15, 2010</u> Attended by PSM and Placement Officer <u>Ongoing attendance 2010-12</u> Officer Mendoza has been attending these meetings on a regular basis and has developed some good relationship with FFA's and their Social Workers.</p>		<p>Division Director Placement Manager DPO IV's FFA supervision officer</p>

Strategy 3.3 Increase service delivery by providers and increased monitoring of local group home providers. Utilize providers who are adhering to department strategies of timely reunification, educational outcomes, emancipation support, and stability.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale When group home care is required/needed by supporting and holding group homes accountable to provide the necessary services and care that support for youth placement stability is achieved. Outcomes included decreased running away/AWOL behaviors, stabilizing behaviors, timelier reunification or step down in care, and achieving education goals.		
Milestone	1.3.1 Monitor group homes during non traditional work hours and times to ensure they are providing the best care and supervision in accordance with federal, state, and departmental care requirements. The following are contacts done during non-traditional hours from March 31, 2010 thru Feb 28, 2011. Minor Contacts: 197 Relative Contacts: 21 Parent Contacts: 91 Group Home Inspections: 12 Home Inspections/Evaluations: 12	Timeframe	<u>December 31, 2009</u> Begin weekend and week night contacts and site inspections Monitored by Lead Sr. Officers <u>May 1, 2010</u> Juvenile Superior Court Judges to make unannounced group home site contacts with Probation Monitored by Division Director and Placement PSM. All of the contacts were unannounced at different times of the day and week. Every other month Central valley placement officers meet to discuss on-going issues at the Central California Placement meeting and CCL attends as well. <u>April 10, 2011</u> Continue monitoring visits and review compliance with correction plans when necessary. Work collaboratively Community Care Licensing and Juvenile Justice Commission.	Assigned to	Division Director Placement Manager DPO IV's DPO staff Community Care Licensing (CCL) Juvenile Justice Commission.(JJC)

	<p>1.3.2 Meeting with group home administrators to review their programs and expectations of our agency</p>	<p><u>March 31, 2010</u> Set individual meetings with providers</p> <p><u>August 1, 2010</u> a) Metro Fresno Area</p> <p>Probation staff met with their primary providers in the Metro Area: Quality, Progressive, KYJO, Fresno Unity, Fresno Youth Care, Core Conditions, Promesa, and DNA.</p> <p><u>February 10, 2011</u> b) Nearby counties (Madera, Tulare, and Kings)</p> <p>Meetings need to be set up with Valley Teen Ranch, LT's, Success and Recovery. Meetings have been established with Courage to Change in Exeter.</p> <p><u>June 1, 2011</u> c) Northern California Providers</p> <p><u>November 1, 2012</u> d) Southern California Providers</p>	<p>Division Director Placement Manager DPO IV's DPO staff Group home and FFA providers</p>
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	<p>1.3.3 Not utilizing local providers who are not adhering to outcomes or using performance improvement plans with providers to ensure they are meeting goals and objectives</p> <p>Due to problematic issues and complaints we removed three group homes from our list.</p>	<p><u>January 31, 2009</u> Phase out utilization of non-compliant or non-responsive providers</p> <p><u>November 1, 2010</u> Placing officers to staff group home compliance with case managing DPO staff to ensure there are no issues with providers, Issue of group homes to be discussed at bi-monthly unit staff meetings</p> <p><u>March 1, 2011</u> Update "active" vendor listing and review with placement officers and Juvenile Director</p> <p><u>January 30 2012</u> Review strategies ensure they are continue to occur and are being followed</p>	<p>Division Director Placement Manager DPO IV's DPO staff</p>
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. As the data input related to the identification of Native American youth are corrected the data for other ethnicities will be impacted which will create a need for the reconsideration of prior analysis.</p>			
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. The Department of Social Services will utilize Racial Sobriety training beginning with management staff and extend it down to the line staff to support staff's ability to see any imbedded unfair practice. Training provided on: Engaging Fathers in Child Protection Cases <i>Presented by Honorable Leonard Edwards (Retired) on Friday, 3/26/10</i></p>			
<p>Identify roles of the other partners in achieving the improvement goals. The use of permanency team meetings as the framework for improvement strategies provides increased opportunities for a wide variety of entities who invest their time and energy in support of the youth and family. This would include Cultural Brokers, Parent Partners, peer Youth advocates, CASA, Public Health Nurses, Mental Health service providers, Substitute Care Providers, etc. It is intended that DSS will identify and work with former foster youth who will participate in the TDM process as an advocate for the youth of whose behalf the TDM is being held.</p>			
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. The removal of financial disincentives for the transition to formal permanency. In a low income region the reduction in support payments to guardians who leave the system creates an undue financial burden. Loosing eligibility to ILP services, especially as they relate to the transition to adulthood is an unintended consequence to finding formal permanence at an earlier age.</p>			

California's Child and Family Services Review System Improvement Plan 2011 Update

County:	Fresno County
Responsible County Child Welfare Agency:	Fresno County Department of Social Services
Period of Plan:	March 26, 2010 to March 25, 2013
Period of Outcomes Data:	January 2011 Report: Q2 2010 Data Extract
Date Submitted:	March 25, 2011
County System Improvement Plan Contact Person	
Name:	David Plassman
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Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Catherine Huerta, MSW, Director
Signature:	
Submitted by:	
Name:	Linda Penner, BA, Chief Probation Officer
Signature:	